

CITY MANAGER'S OFFICE

DEPARTMENT MISSION STATEMENT:

The mission of the Office of the City Manager is to promote organizational excellence, governmental leadership, and to assist City departments to fulfill their missions and goals in providing excellent services and keeping Fresno as a culture of excellence, where people get the best every day.

The City Manager's Office serves as the executive branch of City government in accordance with the Mayor's policy direction and the City Charter mandates. The City Manager's Office oversees and directs the day-to-day activities and operations of all City departments and divisions, with the exception of offices provided for in the Charter. The City Manager's Office assists the Mayor in the development of the annual budget, the Capital Improvement Plan, and intergovernmental relations. In addition, the City Manager's Office assists the Mayor and Council in policy development and constituent service activities.

The City Manager's Office ultimately has responsibility and accountability for ensuring that the goals of each Key Result Area are reached. As the champion of the Mayor's vision throughout the organization and throughout the community, all resources of the City Manager's Office, such as staffing and budget line items, are dedicated to providing facilitation for achieving the goals in each of the Key Results Areas.



Daniel Hobbs, City Manager

CITY OF FRESNO KEY RESULTS AREAS:

Investments in Our City

All infrastructure is at a quality rating of good or better, ensuring efficient use of taxpayers' dollars, improving quality of life. New infrastructure is available just in time to allow quality growth.

Resources

We know resources are available to give everybody the best everyday.

Public Safety

Fresno is a peaceful and secure community, providing ample opportunities to achieve a high quality of life for all residents.

Education

We actively partner with the community to promote educational activities that maximize literacy, youth development, safety, employment readiness, and life-long learning making Fresno a world-class city.

"One Fresno"

We are a City whose beauty, opportunities, and quality of life are realized by all of our citizens.

Economic Development

We are the employment and business center of choice, which attracts diverse capital investment and generates jobs that meet the quality of life needs of our citizens.

Transportation

We have a world-class multi-modal transportation system that is affordable to all, convenient to use, and provides connectivity locally, regionally, nationally, and globally.

Regional Cooperation

We are a part of a collaborative regional effort that will ensure delivery of safe, effective, and economic services which provide our communities a fulfilling quality of life.

Employee Relations

The City workforce is motivated, fulfilled and proud because we are respected, trusted, recognized and empowered.

Customer Service

We serve our customers professionally, courteously, and responsively, focusing on their needs by providing high quality and competitive value.

Environmental Stewardship

Fresno is a healthy, environmentally conscientious community that values and preserves its natural, historical, and cultural assets.

General Plan

Fresno, a world class multi-cultural community, with a vibrant economy, balanced land use, and transportation systems, recognized as the most livable city in the nation.

There are several Key Results Areas that directly impact the City Manager's Office in terms of closer involvement and direct leadership oversight. For these Key Results Areas, the corresponding goals are identified below and there is a statement of how the City Manager will direct the resources of the office to achieve tangible, measurable results in each of the areas.

KEY RESULTS AREAS FOR DIRECT CITY MANAGER OFFICE INVOLVEMENT:

Key Results Area: Resources

Goal: Secure all necessary resources to succeed in all key result areas.

The City Manager's Office will work with State and Federal elected officials to secure additional Fresno resources. The City Manager's Office will work with the City's State and Federal lobbyists in FY 2005 to secure additional resources for Fresno.

Key Results Area: "One Fresno"

Goal: Contracts exist with all community institutions by December 31, 2005 to insure equal access to all residents to education, housing, and employment.

The City Manager's Office will identify and inventory community based organizations and institutions. When this is completed, the Office will create a matrix which overlays the organizations and institutions against the critical need areas of education, housing, and employment. These items will be completed by December 31, 2004.

Appropriate "negotiable" and negotiating strategies will be identified, and negotiations with organizations and institutions will commence. Negotiations on the "One Fresno" contracts will begin no later than January 1, 2005.

Goal: All neighborhoods meet the "Beautiful Neighborhoods" standard not later than December 31, 2007.

The City Manager's Office will convene a cross-departmental work group in the first quarter of FY 2005 to develop the "Beautiful Neighborhood Standard" criteria. This criteria will then be used by Public Works, Planning and Development, and other relevant departments by which to benchmark every neighborhood in the City.

Key Result Area: Economic Development

Goal: The City creates 20,000 net new jobs in keeping with the Regional Jobs Initiative (RJI) not later than December 31, 2008.

In FY 2005, the City Manager will continue to "facilitate/chair" the Mayor and Council Task Force on Economic Development bi-weekly meetings.

Key Result Area: Regional Cooperation

Goal: We have a Regional Public Safety Services Agency by 2007.

The City Manager's Office will explore regional public safety services issues under the umbrella of the Best Practices Task Force.

Goal: We have a multi-agency public land use agreement by 2009.

The City Manager's Office will provide administrative/political support to all departmental activities involving regional cooperation.

In FY 2005, an Assistant City Manager will be responsible for insuring appropriate Council of Fresno County Governments liaison, issue management, and meeting attendance.

A Senior Analyst in the Budget and Management Studies Division will be allocated to regional cooperation activities under the umbrella of the RJI and Best Practices Task Force.

An Assistant City Manager will participate in the "One Voice" delegation to Washington, D.C., championing area interests and regional funding from the Federal government.

Key Result Area: Employee Relations

Goal: 100 percent of the workforce understand their role to improve the City by June 30, 2006.

The City Manager's Office will continue a leadership role in sustaining "Imagine 21" as a specific tool for supporting improved employee relations.

In addition, the City Manager's Office will encourage all departments to implement the strategies articulated in support of employee relations.

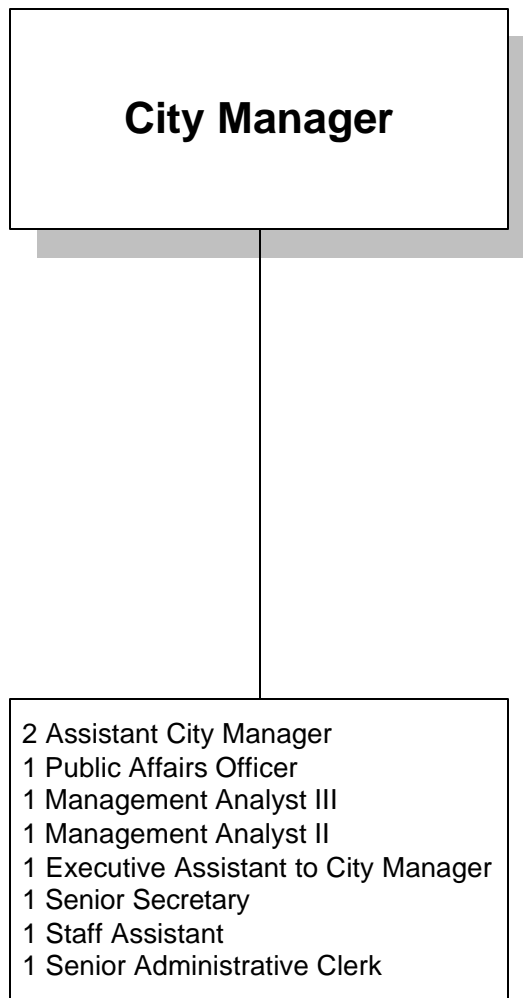
Key Result Area: Customer Service

Goal: 90 percent of customers choose our services, if given the choice, by June 30, 2006.

Goal: 80 percent of customers refer our services as "best of class" by June 30, 2006.

The City Manager's Office will encourage all departments to implement the strategies articulated in support of customer service.

ORGANIZATION CHART - FY 2005



10.00 Permanent Full-Time Equivalent Positions
10.00 Authorized Positions

AUTHORIZED POSITION SUMMARY

DIVISION	FY 2003	FY 2004	FY 2005
City Manager	1.00	1.00	1.00
Staff	11.00	11.00	9.00
TOTAL	12.00	12.00	10.00

DEPARTMENT FUNDING BY SOURCE

Fund	FY 2002 Actuals	FY 2003 Actuals	FY 2004 Amended	FY 2005 Adopted
General Fund--Net Support	\$ 1,354,800	\$ 1,161,200	\$ 1,184,100	\$ 1,029,800
COG--Local Trans Planning	0	0	10,600	0
County of Fresno (Commission on the Status of Women)	4,000	0	4,000	3,300
Miscellaneous Other Revenue	\$ 200	\$ 14,600	\$ 0	\$ 0
TOTAL \$	1,359,000	1,175,800	1,198,700	1,033,100

DEPARTMENT SUMMARY APPROPRIATIONS

Expenditures	FY 2002 Actuals	FY 2003 Actuals	FY 2004 Amended	FY 2005 Adopted
City Manager Administration	\$ 835,400	\$ 1,003,700	\$ 1,002,000	\$ 991,400
Human Relations Commission	218,900	166,900	190,100	35,000
Commission on the Status of Women	4,700	5,200	6,600	6,700
Business Development Promotion	300,000	0	0	0
	\$ 1,359,000	\$ 1,175,800	\$ 1,198,700	\$ 1,033,100

BUDGET COMMENTS

Interdepartmental Charges: The Department's adopted budget for FY 2005 fully funds increases in interdepartmental (ID) charges and workers' compensation insurance.

ACCOMPLISHMENTS:**Administration Division**

- Fresno was ranked "Fourth Best Medium-Sized City to Do Business in the Nation" by *INC. Magazine*.
- Oversaw the implementation of the 24 recommendations of the Southwest Fire Process Improvement Task Force. Recommendations included revisions in the City's 911 dispatch, the creation of a Citywide Emergency hotline, the creation of a Conditional Use Permit Strike Team, and the addition of new restrictions to the Fresno Municipal Code.
- Successfully negotiated the outsourcing of the Convention Center to SMG. This was the City's largest outsourcing effort to date and promises to decrease the Center's reliance on General Fund subsidies by almost \$1 million per year.
- Launched a successful United Way Campaign that saw an increase in the number of employees giving back to their community.
- Chaired the Best Practices Task Force which successfully identified needed efficiencies and savings to the City in the form of the Convention Center outsourcing to SMG, and the Transfer Station privatization contract to Orange Avenue to save the City taxpayers \$1 million each year.
- Welcomed over 600 attendees at the Southeast Asian Education Conference.
- Provided leadership on the Steering Committee of Operation Clean Air.
- Presented to the Senate Select Committee on Air Quality regarding the recommendation of the 32 cities participating in the Operation Clean Air initiative.
- Represented the City of Fresno at a Special General Assembly meeting of the League of California Cities in Sacramento.
- Initiated an organizational productivity improvement training program for department directors in June 2003.
- After conducting a national search, the City welcomed Randy Bruegman as its new Fire Chief in September 2003.
- Presented Idea\$ Pay recipients monetary awards totaling \$4,200 in FY 2004. The Idea\$ Pay Program recognizes employees for their innovation, dedication, and creative ideas that have promoted safety, created cost savings, and promoted good interdepartmental relationships. The efficiencies and savings realized by these Idea\$ are tenfold that amount.
- Coordinated and produced the third Annual Report to the Community. It was distributed on January 1, 2004, to more than 90,000 subscribers to the Fresno Bee.
- Appointed experienced airport executive Russell Widmar to the position of Aviation Director in May 2004, after conducting an extensive national recruitment.
- Completed and installed the Space Shuttle Columbia Memorial in Woodward Park. The Memorial was dedicated on February 1, 2004.

- Created, by unanimous approval of the Mayor and Council, the Public Safety Commission. This impartial community commission was tasked with reviewing the needs assessments submitted by both the Police and Fire Departments, and reporting back on which needs should be funded through the year 2025 and how those needs should be funded.
- Provided leadership and facilitation for the clean up of the Crippen Fire disaster site in coordination with the State Integrated Waste Management Board, Environmental Protection Agency, and Fresno County.
- Organized flag raising ceremony with the Mayor, Council and Mexican Consul, Jaime Paz Y Puente, to celebrate the City's relationship with Mexico on Mexican Independence Day.
- Renewed the partnership between the City and CSU Fresno. Heralded this renewed sense of togetherness by wrapping two FAX buses with Fresno State athletics mural and Green V slogan.
- Continued sharing the positive things done in the City each week by City employees through weekly submissions of the Mayor's Weekly Highlights Report to the Mayor, Council, and media.
- Attended and shared the status of the City at the Mayor's Town Hall "Truth on the Table Tour" meetings held in each of the seven Council districts.
- Provided a presentation at the League of California Cities Annual Conference on the "Top 10 Techniques to Support Open Government." The presentation was also published in the March 2004 Western Cities Magazine.

ISSUES:**Administration**

- Ensure that the organization stays focused on the Mayor's vision, cornerstones, and priorities.
- Pursue outcome-based government, causing departments to think in a new way.
- Create a more proactive organizational culture.
- Shepherd the City through funding declines such as the potential loss of In-Lieu fees; the State fiscal crisis; and potential federal funding decline in the COPS program which is slated to be reduced by 70 percent.
- Outline programs which will spur the economy in Fresno despite the slow pace of the national recovery.
- Fully launch government access cable channel.
- Fund high performance training to those employees within the organization who have not yet gone through the training.
- Continue to deliver services at community accepted levels with limited staffing resources.
- Continue the transition of the Convention Center management to SMG.
- Support labor negotiations with seven units.

SERVICE IMPACTS:**Administration**

- The total adopted budget for the Human Relations Commission is \$35,000. The current level of funding supports \$25,000 in Special Projects, and \$10,000 for grant writing services from the United Way.